

JANET NAPOLITANO
GOVERNOR



J. ART MACIAS, JR
DIRECTOR

ARIZONA DEPARTMENT OF WEIGHTS AND MEASURES

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August 1, 2005

The Honorable Janet Napolitano
Governor
State of Arizona
1700 West Washington Street, 9th Floor
Phoenix, AZ 85007

Dear Governor Napolitano:

Pursuant to A.R. S. §41-2065A.22, please accept the attached as our required report of accomplishments for the Department of Weights and Measures covering the period of July 1, 2004 through June 30, 2005.

I am proud to communicate our accomplishments and major goals for the coming year. The citizens of Arizona can take pride in our dedicated team of public servants who place great emphasis on service. I share my staff's commitment to raise the level of service and efficiency by finding innovative ways to better meet the needs of our customers.

Please call me should you have any questions at (623) 463-9931.

Sincerely,

A handwritten signature in black ink, reading "J. Art Macias, Jr." in a cursive style.

J. Art Macias, Jr.
Director



ARIZONA DEPARTMENT OF WEIGHTS AND MEASURES

ANNUAL REPORT

July 1, 2004 through June 30, 2005

Prepared: July 2005

J. Art Macias, Jr., Director

Pursuant to A.R.S. §41-2065(A)(22), the Arizona Department of Weights and Measures is proud to publish its FY2005 major accomplishments, as well as major goals for FY2006. Our accomplishments have been enhanced due to a continued flow of employee suggestions to improve efficiency and customer service and a greater emphasis on stakeholder involvement. During this fiscal year, our agency maintained a 20% vacancy rate in field inspection positions. However, despite these vacancies and teamed with our responsibility to cover a wide variety of statewide inspection programs with 18.5 FTE, we feel the following represents tremendous success in the public's interest:

Major accomplishments during FY2005 include:

- Device compliance dropped for only propane meters this fiscal year. Compliance rose for fuel dispensers, taxicabs and, timing devices. The increase in compliance was primarily due to enhanced enforcement in those programs that have not seen as many inspections in recent years. The Department initiated assessment of civil penalties for device violations, which favor the retailer. The combination of increased civil penalties and Department presence has resulted in a general upward trend in compliance in the last quarter. It should be noted that timing device compliance is primarily due to the education process while licensing and testing as required.
- The Department imposed civil penalties for violation of statutes, rules and material incorporated by reference in the amount of \$942,400. Due to statutory limitations the Department could not assess an additional \$556,600
- Device Performance rates for FY05 are:

Program	FY05 Compliance	% Change from FY04
Fuel Dispensers	86 %	+7 %
Large Scales	78 %	0 %
Liquid Measuring – Propane	80 %	-3 %
Small Scales	91 %	0 %
Taxis	61 %	+6 %
Timing Devices	94 %	+42 %

- The increase in fuel dispenser rates may be attributed to new maintenance-oriented businesses, which were formed last year in response to weighing and measuring device non-compliance. Registered Service Agencies (RSA) secured contracts with major oil companies and grocery chains to check commercial device calibration throughout the year. Two major oil companies and a number of independent operators installed software "bump technology" to their fuel dispensers to combat a dispenser indicating a cash sale prior to fuel being dispensed (meter jump). Others have implemented record keeping at their retail sites to encourage the front line managers to manually activate the pumps to ensure meter jump will not occur. This issue of "meter jump" has become a nation wide problem. An issue was presented and approved at the recent NCWM Annual Meeting to amend National Institute of Standards and Technology (NIST) Handbook 44 to prohibit the indication of cash sale until the dispenser is in "operating condition." The compliance and self imposed calibration checks are partly due to the option of establishing a maintenance program in lieu of civil penalties.

- The retail program, consisting of packaging, price verification and price posting, showed improvement in critical compliance areas with the exception of price posting.

Program	FY05 Compliance	% changes from FY04
Packaging	95 %	+4 %
Price Verification	66 %	+13 %
Price Posting	65 %	-4 %

The package inspection program included 3,664 products audited to ensure the accuracy of the net contents of those packaged goods. A consumer buy program, which includes testing the appropriate use of tare weight at the delicatessen for individual deli items put up for direct sale, proved to be a area of challenge for the industry. The total number of pricing inspections dropped due to the cross training of part time employees and a shift of those resources to reinforce our presence in the marketplace with regard to commercial devices and Stage II vapor recovery.

Two major grocery chains invited the Department to test randomly selected lots from suppliers of poultry products as part of a quality control training class on testing the net contents of packaged goods to further our commitment to partnering with industry. Animal feed and nursery seed continue to be two major areas of non-compliance. We have contacted our sister agencies in the jurisdictions where the packages are put up and requested point-of-pack inspections. In addition, businesses such as Safeway, Bashas and Home Depot voluntarily pulled short-weight products, which were packed off-site, from their stock throughout the chain when notified by the Department of the violations. The rapport we established through the voluntary education program and through partnering with industry facilitated these corrections.

The average number of days to handle customer complaints rose from 13 days to 15 days, while the number of complaints fell 31% to 1,848. The average is skewed by the agency's limited ability to respond to complaints in remote areas of the state. Consumer complaints were proven to be valid 28% of the time, lending credibility to our public education program. Customer complaints also led to new areas of inspection: airport scales and moving van companies. 22 moving van complaints were received and due to Department assistance that saved new Arizona residents in excess of \$50,000.

The Department continued its taxi sticker program to quickly locate taxicabs that were not licensed with the Department. The taxi sticker (license) was designed to be posted in the rear window of each licensed cab. The number of licensed taxicabs grew to 2,025 from 1,304 in FY04. Since this program was so successful, the Department approached ADOT to co-sponsor legislation to allow the Department to deny a taxi device license if proper MVD plates and commercial insurance requirements were not proven. (HB2458) The taxi industry, enforcement agencies and city governments endorsed the legislation. The statutory changes took effect January 1, 2005 and also include elimination of fares based on odometers and require price posting on the exterior of the vehicles. The stakeholder meetings and legislative hearings created continued heightened interest from the media and industry. Several successful joint operations with ADWM, ADOT/MVD and local law enforcement were held. The Department has real-time access to the MVD database, allowing it to verify insurance coverage by prospective licensees in the office or by wireless technology in the field. To date the Department has denied licenses to 183 taxicabs due to the lack of improper insurance or improper license plates.

Metrology Laboratory

The Metrology Laboratory was accredited by NIST/NVLAP to ISO 17025, one of only 12 in the United States. The lab also a NIST traceability certificate for 2005. The lab certified 5,376 Registered Service Agency standards (+8%) and 987 Department standards (+10%). In addition, the lab certified 1031 standards for industry and participated in the review of 6 NIST/SWAP Round Robin Interlaboratory Comparisons. Administratively, the Metrologist developed and issued new procedure manuals and held a quality assurance training class for those interacting with her laboratory.

Air & Fuel Quality

In FY 05 the Department collected a total of 1,046 fuel-quality samples from throughout the state, including Area A, the Arizona Cleaner Burning Gasoline Program (AZCBG) covered area. Fifty-three (53) samples failed one or more fuel quality parameters. The Department saw a small decrease in the compliance rate last year. It appears to be the result of a Transporter issue and two transmix facilities. The Department is preparing to address this issue during the next legislative session. During FY 05 the Department received 49 fuel quality complaints of which 9 were confirmed as valid. These samples are included in the number of samples that failed.

The AZCBG audit program conducted 19 compliance audits in FY 05. This is 7 more than the original 12 that were forecasted. The program conducted compliance audits at 9 refineries, 9 terminals, and the Kinder Morgan Pipeline at the El Paso Station. The Department was able to conduct more audits as a result of a number of factors. First, the audits have become much more efficient through the use of the audit protocols. Two years ago an average audit took 3 to 4 days to complete. With the efficiencies realized through the use of the protocols, the average time was reduced to two days. This has allowed the program to go into an area where there is more than one refinery and conduct an additional audit at the same time. In some cases we were able to conduct 3 audits at one time. This has reduced the individual cost of each audit by eliminating additional travel costs, and increases the number of audits that can be conducted in a year. This will increase the compliance rate of the program through higher visibility.

The program has completed its first round of audits. Using the audit protocols the average number of findings for the first round was 12 findings per audit. The program is currently 64% complete in a second round of audits in which the average number of findings dropped to 8 per audit, a 33% improvement in the compliance rate. It should be noted that two of the facilities audited in the second round had a greater number of findings in the second round than in the first, thus skewing the average. When adjusted for those two, the average is actually about 7 findings per audit.

The Department received follow-up questions from several of the 6 Internal Revenue Service (IRS) Field Compliance Officers in the safe handling of gasoline samples taken from retail locations. The IRS contacted Department personnel regarding fuel quality with field inspection questions due to our long and successful fuel quality program.

The Department was also instrumental in supplying information to decision makers during the fuel interruption incidents affecting the Kinder Morgan pipelines. The Department relied upon its favorable rapport with industry to compile data regarding fuel supply, pipeline shipments and station outages.

Vapor Recovery

This year the Department fully implemented the new Registered Service Representatives (RSR) vapor recovery program. The program includes training, testing, and monitoring vapor recovery Registered Service Agencies (RSA) and RSR performance. The Department developed a baseline by which the program can evaluate RSA and RSR performance. This baseline was developed based upon FY 04 and will become the benchmark going forward. Currently the Department has about a 35% re-inspection rate for annual tests and an 80% overall compliance rate for vapor recovery systems. Through the licensing of these RSAs and RSRs the program will work to increase the overall compliance rate and reduce the number of re-inspections that are done. By reducing the number of re-inspections the Department will be better able to utilize its resources. The Department also initiated a process to evaluate the current testing failures and to identify the source of those failures. By doing this, the program can develop measures to reduce those failures.

Currently through the new training and testing program the Department licensed 19 RSAs and 75 RSRs to conduct vapor recovery testing. This was accomplished by conducting 5 training and testing classes for new RSRs. Since training and testing is an annual requirement, this will be an on-going resource need.

Training

- The Department hosted a National Institute of Standards and Technology training class in the testing of net contents of packaged goods for the Arizona W&M staff, State of New Mexico W&M staff and the Navajo Nation W&M staff, as well as representatives from Bashas Grocery Stores, Farmland Beef and Foster Farms Chicken.
- The Department facilitated a three-day training course for our field staff on the National Institute of Standards and Technology (NIST) Handbook 44, presented by Mr. Tom Stabler, a NIST certified trainer. The fees for Mr. Stabler were provided by a training scholarship provided by the Associate Member Committee of the National Conference on Weights and Measures.
- The Department continued its corporate education program for industry representatives to enhance compliance through educational programs. Customized PowerPoint training seminars for corporate leaders and store managers focused on UPC scanning accuracy and price posting. Five corporations participated in the training this year, including Auto Zone, JC Penney, Leslie Pools, Dunn Edwards, and 99 Cent Stores. These corporations had approximately 200 retail managers in attendance. To encourage long-term compliance solutions the Department continued to distribute a custom training CD that included the company's personalized seminar. The Department provided a long-term training tool for the retailers' new hires with minimal cost to the Department. The Department continued its consumer education program and presented Consumer Awareness seminars to members of the Kiwanis Clubs, Rotary Clubs, North Phoenix Chamber of Commerce and Lions Clubs

Department Outreach

- The Department renewed its relationship with the Arizona Consumer Council to further our consumer outreach.
- It continued the "Enhanced Industry Partnership Program" in which officers walk a store to point out potential violations at no risk to the retailer.
- The Department was invited to a joint meeting of the Arizona Food Marketers Alliance and the Arizona Retailers Association to discuss and receive input regarding the implementation of the Enhanced UPC Program intended to boost scanning accuracy.
- The Department hosted a visit by an incumbent seated Governor for the first time in 14 years.
- A first in the Arizona Food Marketers Alliance distinguished 61-year history, Governor Napolitano and Director Macias met with the association over lunch at the Executive Tower to have an open discussion of industry issues.
- A Registered Service Agency Technical Quarterly Bulletin was created and distributed via e-mail to inform the Registered Service Agency community of ways to improve device compliance. We designed a PowerPoint presentation for Registered Service Representative (RSR) training to ensure the information was complete and consistent, regardless of the trainer.
- The Department continued its student outreach program which included:
 - The Governor proclaimed February 28, 2005 through March 4, 2005 Arizona Weights and Measures Week.
 - Two Weights & Measures Week Events for 70 fourth grade students from the Thomas J. Pappas and Coe elementary schools in Phoenix.

Public education is paramount in making the public aware of their consumer rights in the marketplace. Their feedback to retailers and the Department contributes to compliance.

Media

The Arizona Department of Weights and Measures is a consumer-oriented agency whose mission is to establish a level playing field in the marketplace. This requires a proactive effort to give consumers and businesses access to accurate information. To facilitate this effort the Department plans to work aggressively

to offer consumers a wide array of information on pricing, fuel quality, smart shopping tips and ways to avoid victimization by those who prey on a lack of knowledge.

At the same time the Department will continue to work with industry stakeholders to make sure that reputable businesses enjoy a collaborative relationship and avoid the atmosphere of hostility and cynicism that is created when a few “bad actors” try to rip off consumers.

Weights and Measures takes pride in its efforts to create a transparent and efficient marketplace. It plans an aggressive effort to provide useful and accurate information to industries and consumers alike. Components of that outreach effort include the following:

- A renewed newsletter, ADWM Alert, that is being distributed every other month to more than 500 consumer groups, opinion-makers, industry representatives, media outlets and elected officials. This electronic publication includes data for consumers, information for business that must comply with Department rules, on-line services and updates on efforts to reach out to various stakeholders. In addition to electronic delivery, the latest edition and archives of previous editions are being made available through the Department’s website, www.adwm.gov. Weights and Measures plans to begin publishing ADWM Alert in the near future on a monthly basis.
- In recent months a number of news outlets have reported on the Department’s efforts to help consumers who are being targeted by moving companies. Stories appeared in the Arizona Republic, Arizona Daily Star, and on virtually every television station in Phoenix and Tucson. In a single two-month period these stories generated positive news stories with a market value of more than \$20,000.
- In addition, the Department benefited from a collaborative relationship with local media that generated high-value publicity in the form of Public Service Announcements, talk show interviews, assistance in industry events and programs held in conjunction with Weights and Measures Week. The Department plans to continue these efforts in the new fiscal year.
 - Bashas' advertised Weights & Measures week with the following support: Bag stuffers in 76 stores throughout the state from February 28 through March 4, 2005.
 - Bashas also ran in-store radio spot in all their stores from February 28 through March 4, 2005.
 - A total of 17 retail trade magazine articles were recorded this year. Both the Arizona Food Marketers Alliance and the Arizona Retail Association magazine featured Director Macias.
 - The Department also hosted the Arizona Department of Commerce Phoenix Area Service Provider meeting at the Department office and participated in the first Governor’s Small Business Expo, with over 2,000 participants.

Productivity and budget improvements were reported by staff in many areas.

Information Technology

- Recorded more than 300,000 visits on our website. This represents an increase of 43 percent from last year. To better reflect actual usage of the website, we switched to reporting the total visits.
- Continue to upgrade reports on the new system, including web access for public records, added more automation to the Civil Penalty Letter, added the ability to see total fines for 30 days per location, a redesign to match the website and improvements to reduce replication of records, online payments, overdue or old item notifications and collections, and public view of inspections to name a few.
- Attended Crystal Reports Level 1 and Level 2 training.
- Completed TeSA 2005 report.
- Completed PARIS IT 2005 report.
- Attended Advanced Arizona Website Standards training.
- Met with AZGU and GITA to discuss online payment options.
- Meeting with GITA to discuss online payment program on web portal.
- Coordinated with MVD to prepare for the new taxi program. Provided an updated list of taxi information for download to their system prior to launch of new “Screen 35”. MVD provided training for staff on MVD database.

- Participated in kick-off meeting with GITA for Governor's online "Citizens Forum".
- Attended an HB2458 implementation team meeting.
- Set-up and trained new staff on taxi computer and laptop.
- Upgraded security/alarm server to Windows 2000 OS.
- Installed ASAP e-Smart program to ensure proper software licensing and allow hardware/software tracking and inventory.
- Completed IBM/GAO training for processing online payments.
- Balanced FY05 monthly reconciliation.
- Attended "Collecting Debts Owed to the State" seminar presented by the Attorney General's office.
- Attended RevMax meetings.
- Updated RSA Training PowerPoint Presentation and Study Guide.
- Updated Consumer Awareness PowerPoint Presentation.
- Attended 2-1-1 System meeting, AZNET general meeting and IT Planning and Security meeting.
- Attended SPIRIT Evaluator Training

On-Line Services

- Launched an online payment and license renewal system. The department collects an estimated \$2M and licenses approximately 30,000 devices annually. It is anticipated that this system will generate significant efficiency savings and convenience for customers and the agency.
- Added online Inspection Search to the Department website.
- Launched a new online complaint form on the website. The public can file and search complaints through the website.
- Launched ADWM Alert, a new web-based e-newsletter.
- Installed Crystal Reports 10 to give us full web access to database for limited public use.
- Launched CBG web-based data entry.

Facility

- Completed weekly and monthly security reports
- Updated the agency telephone system, automated attendant and CCR tree
- Installed motion detecting light switches in restrooms and labs

Loss Prevention

- Chaired department Loss Prevention meetings to review risk management issues.
- Attended Loss Prevention Quarterly meetings.
- Attended BCP Phase II Orientation Workshop.
- Completed BCP Work Plan.
- Hosted ADOA Fork Lift Driver training

Additional Accomplishments

Compliance

- The main enforcement and licensing database web-based application is running, and being refined. The new application will continue to streamline data entry, reduce research time and allow for inspection data to be accessed and entered by field inspection personnel.
- Hired two FTE in the Tucson area and one in the Yuma area to better serve rural Arizona.
- Shifted accounting resources to assist in increased licensing activity, but continued to process travel, vendor and payroll in a 1.6-day average turnaround.
- Enhanced delinquency collections by utilizing the database to create aging reports and using inspection personnel to collect past due fees
- A Metrologist in training is working on NIST required self study courses to prepare for the retirement of the current state metrologist.
- Continued the supervision of field inspectors with one supervisor

- Inspectors continue to share motel rooms when in travel status for less than 3 days.
- Device licensees continue to receive their licenses within an average of 5 days, compared with the 30-day required timeframe.

Fuel Quality

- Data indicated that there was some non-compliance in area B.
- We conducted fuel quality sampling outside of areas A and B to develop fuel quality baseline for the remainder of the state. The data indicate that fuel quality compliance in the outlying areas is a problem.
- As a result of problems identified outside of area A and B, we evaluated the three-transmix facilities located in Arizona. We found that two of the facilities were major contributors to the non-compliant fuel found outside of areas A and B.
- Extensive efforts were made this year to develop a stronger working relationship with a number of federal, state, and local agencies. Efforts have paid off with intergovernmental agreements currently in development with a number of agencies.
- We completed a review of the RFGSA data; refinery reported data and the Department's sampling data, for the summer period to evaluate the data for consistency. The results of the data review indicate that the fuel found in Maricopa County is not representative of the fuel being reported by the refineries nor is it representative of the fuel samples being collected by the RFGSA.
- This year the stakeholder process review of both rules and statutes governing the CBG program led to the industry proposing legislation (SB1275). The stakeholder process made recommendations to the Director that would change the rules and statutes to help clarify and better implement the CBG program. The stakeholder process helped to develop a compliance assistance program through the development of Q&A, guidance and procedures, all of which are on-line.

Air Quality

- Staff completed the critical review of the vapor recovery Standard Operating Procedure and identified program improvements.
- The Air and Fuel Quality Manager completed basic vapor recovery training conducted by the California Air Resources Board (CARB). This allowed him to train and test repair and testing personnel for licensing by the Department the vapor recovery program.
- The Air and Fuel Quality Manager completed training using the new CARB approved Tri-Tester roots meter for testing air-to-liquid ratio to ensure the collection of gasoline vapor at the nozzle.

Employees continue to excel on a personal level, which increases professionalism and a credit to the state.

- The Air and Fuel Quality Manager, Duane Yantorno was recognized by Region 9 of the U.S. Environmental Protection Agency (EPA) and the Governor's Office for his contributions in the field of air quality improvement programs.
- Dennis Ehrhart served as Chairman of the National Type Evaluation Program that deals with the acceptance of test data for the evaluation of commercial devices by nationally recognized laboratories.
- Dennis Ehrhart addressed the Governor's Office on Highway Safety Conference at the Wig Wam Resort and the ADOT Law Enforcement Advisory Committee.
- Dennis Ehrhart addressed the ADOT Law Enforcement Advisory Committee on changes in taxicab requirements and how law enforcement agencies can assist.
- Dennis Ehrhart made a presentation to the Western Weights and Measures Association Technical Conference on the Department's enhanced UPC Price Verification Program.
- Duane Yantorno is Chairman for the three working groups to the Stakeholder Advisory Committee created by Director Macias.
- Work products of these three working groups will recommend regulatory changes which will be included as part of a SIP revision.
- Inspector Judy Hedding prepared a series of electronic pictures for use in corporate educational presentations to heighten the awareness of Weights and Measures at the retail front line management level.
- Al Poe worked with the Apache County sheriff's Posse to aid in evacuation of the northern cities affected by wild fires.
- Ellie Campbell spearheaded the agency's State Employee Charitable Contribution Campaign and helped earn the department an award for outstanding increase in dollars.

Efficiency

- Attended ER Quarterly Interagency meetings and ER Steering Committee meetings.
- Assisted with annual efficiency report and budget. Director Macias presented to the ER Steering Committee.
- Requested Kitchell reduce overhead lighting by 50%. Turned off overhead lights where possible (90% of facility) and replaced with task lighting.
- Ordered a portable phone for a receptionist to increase ability to cover incoming calls.
- Installed RO water system to reduce amount of wasted water for volumetric lab use by 63% (or 22,500 gals.) and generating savings of nearly \$20K over five years.
- Efficiencies realized through the use of the AZCBG audit protocols have reduced the average audit time to two days.

Major Goals for FY2006 include:

1. Enhancement of voluntary compliance through implementation of the following:
 - Focus on the registered service representatives (RSRs) to ensure that they are installing and repairing measuring devices accurately. This will include expanding the quarterly bulletin for RSRs as ongoing education and enhancing RSR requirements regarding training certification for acceptance of applications and tests.
 - Focus on devices that have not been inspected for more than 4 years and continue the licensing of timing devices, petroleum loading rack meters, and vehicle mounted metering systems to ensure equity for licensees.
 - Continue to place emphasis on “customer buys” at retail locations to align our program with the NIST initiative of “transaction verification” rather than a total commitment to device inspection. At the same time decrease net contents of packaged goods inspection in areas that prove to be compliant.
 - Continue inspection of retail locations for price posting violations, including expansion of the locations not previously inspected. This will include initiating a mass mailing campaign to the members of the new segment of the retail community, which we will visit for the first time (including new Arizona retailers) as well as alerting mall management prior to inspecting retailers within their property.
 - Focus on re-inspection of violators using an escalated time frame.
 - Expand and improve education and inspection programs in rural communities.
 - Enhance stakeholder activity to determine which department processes and rules are appropriate with a focus on companies that provide moving of household goods.
 - Form a Moving Task Force comprised of Federal Motor Carrier Safety Administration, Arizona Attorney General's Office, ADOT/MVD, Department of Public Safety, the Maricopa County Attorney's Office, county and local law enforcement agencies, members of the moving industry association, and victims of unscrupulous moving companies.
 - Continue to emphasize identification of new businesses.
 - Train inspectors on conducting corporate education seminars.

Fuel Quality

In FY 06 the program plans to conduct 16 CBG compliance audits 10 refineries and 2 independent laboratories and 4 third party terminals. The program is also projected to collect 670 fuel samples in area A, 147 fuel samples in area B, and 175 fuel samples in other parts of the State. We also expect to collect 135 Diesel samples throughout the entire state. The Department will be working to tighten up the fuel chain of custody between the terminal and the transporter. This should improve service station compliance rates. We will also be finalizing the stakeholder rule that was started earlier this year.

Vapor Recovery

In FY 06 the program is expected to witness 979 annual tests, conduct 118 compliance inspections, and receive 346 voluntary compliance checks from industry. The program is also going to work toward reducing the number of annual re-inspections by 75%. This will be done by adding enhancements to the RSA, RSR program to improve performance by these two groups, and through new testing equipment that will be

required to perform the A/L test. The program will also start to track the vapor recovery compliance inspections by the number being conducted, the failure rate and the reason for the failures. The program will then look at improving the compliance rate for these inspections.

2. Increase field presence to enforce taxi legislation and the licensing of vapor recovery contractors due to administrative rule changes.
3. Eliminate delinquencies more than 60 days old by combining field collections with inspection duties.
4. Implement registered service agency and public weighmaster record keeping audits.
5. Refine on-line licensing and payments and other interactive programs.
 - Complete CTU database program making data entry and reporting easier for users
 - Continue to work with other agencies to increase efficiency and interagency cooperation
 - Maintain a high level of network and facility security
 - Increase use of technology to create a more efficient workplace (including field staff)
 - Deliver customer licenses on-line.
 - Continue to work with other agencies to increase efficiency and interagency cooperation.
 - Maintain a high level of network and facility security.
 - Maintain a high level of productivity and support.
 - Increase use of technology to create a more efficient workplace (including field staff).
 - Increase efficiency in the use of resources.
6. Targeting consumer education through;
 - Reestablish the "Tip of the Month" morning show segments with Fox 10 and Univision.
 - Produce, promote and distribute three Spanish and English television PSAs.
 - Coordinate and host the 48th Annual Western Weights and Measures Association Technical Conference at the Ritz Carlton in Phoenix September 11-15.
 - Design an insert for the Sales Tax licensing packet provided to new businesses by the Department of Revenue.
 - Increase association member awareness by developing stories for the Better Business Bureau, Arizona Food Marketing Alliance, Southwest Automotive Trade Alliance, Arizona Retailers Association and all Chambers of Commerce in Arizona.
 - Expand consumer education targeting seniors, rural communities and joint projects with other state agencies.
 - Identify more educational opportunities in the Spanish-speaking communities and develop a better translation network in-house.
 - Participate in Univision's "Back to School" campaign by providing 2000 students with ADWM "Smart Shoppers Write Down Prices" pencils.